





ZOZOTOWN
BOASTS AN
OVERWHELMING
POPULARITY
AMONG YOUNG
PEOPLE
HANDLING
OVER 2,800
BRANDS. IT'S
THE BIGGEST
MAIL-ORDER
FASHION SITE IN
THE COUNTRY.

START TODAY,
MANAGED BY THIS
COMPANY, WAS
CREATED IN 1998 BY
MR. MAEZAWA YUSAKU.
IT ENTERED THE
TOKYO STOCK
EXCHANGE MOTHERS
INDEX IN 2007, AND
MADE IT TO THE FIRST
SECTION OF THE
TOKYO INDEX IN 2012.
IT IS IN ONE OF
TODAY'S RAPIDLY
GROWING INDUSTRIES.





WE CAN
TALK IN
THIS
MEETING
ROOM.



TEN
MINUTES?



I'LL GIVE
YOU TEN
MINUTES.
IS THAT
ALL
RIGHT?



SURE.

I'M GOING
TO GO
UNWRAP
THE
PAINTING.
I'LL LEAVE
THEM IN
YOUR
HANDS,
PRESIDENT.



PRESIDENT
MAEZAWA
DOESN'T LIKE
TO RAMBLE
INDEFINITELY
WITHOUT
SETTING A
TIME LIMIT.







IS
THAT
SO?

ANOTHER
THING I LIKE
ABOUT ART IS
THAT IT GIVES
NO SIMPLE
ANSWERS,
UNLIKE
BUSINESS.



PLEASE TELL US
THE REASON, IN
YOUR OWN
OPINION, WHY
YOUR BUSINESS
HAS BEEN SO
SUCCESSFUL.

THEN LET
ME ASK
YOU A
FRANK
QUESTION
ABOUT
BUSINESS.



LET ME
SEE...

HMM...



YOU
DON'T DO
ANYTHING
EXTRAN-
EOUS?



BECAUSE
I DON'T DO
ANYTHING
EXTRANEOUS.



THEY START
THINKING THIS
AND THAT
WOULD BE
PROFITABLE, SO
LET'S DO THIS
AND THAT.

PEOPLE START
WANTING TO DO
ALL KINDS OF
THINGS WHEN
THEIR BUSINESS
BECOMES
SUCCESSFUL.



IF SOME-
THING IS
PROFITABLE,
WHY
WOULDN'T
YOU DO IT?

BUT
WHY IS
THAT?



WE FOCUS
EXCLUSIVE-
LY ON
WHAT'S
NECESSARY.

BUT WE
DON'T
DABBLE IN
ANYTHING
OUTSIDE
THE SCOPE
OF OUR
EXPERTISE.



USELESS
E-MAILS.

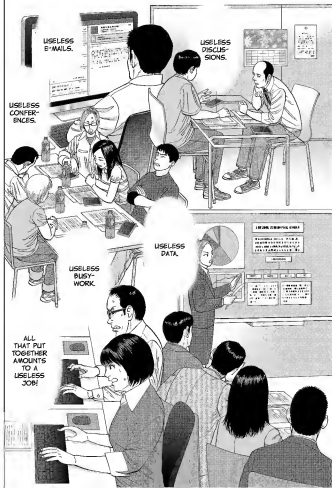
USELESS
DISCUS-
SIONS.

USELESS
CONFER-
ENCES.

USELESS
DATA.

USELESS
BUSY-
WORK.

ALL
THAT PUT
TOGETHER
AMOUNTS
TO A
USELESS
JOB!







THE CEO
ONLY COMES
TO WORK
THREE
DAYS A
WEEK?

WHAT?
YOU CAN
GET
AWAY
WITH
THAT?



OF
COURSE...
THERE'S
NO
PROBLEM
WHATSO-
EVER.



I COME TO
WORK THREE
DAYS A WEEK:
TUESDAYS,
WEDNESDAYS,
AND
THURSDAYS,
FOR SIX
HOURS AT A
TIME; WHEN
I'M DONE, I
QUICKLY GO
HOME.

ALSO, I TRY
TO AVOID
COMING TO
THE BUILDING
AS MUCH AS
I CAN.



WHO KNEW
SUCH A
SHOCKING
COMPANY
PRESIDENT
EXISTED?

I CAN'T
BELIEVE
IT.



HE
SCOLDED
ME AND
SAID,
"WORK
HARDER!"

ALTHOUGH A
WORKAHOLIC
COMPANY
PRESIDENT
FRIEND OF
MINE SAID
GOING TO
WORK ONLY
A 100 DAYS A
YEAR IS TOO
LAX.



YOU CAN'T
IMAGINE HOW
MUCH USELESS
BUSYWORK
EMPLOYEES
HAVE TO DO
BECAUSE
OF THOSE
THINGS.

I EVEN
TRIED TO
RID THE
OFFICES OF
COMPUTERS.



BUT AT LEAST
I WANTED TO
IMPRESS ON
THEM THE
EXTENT OF MY
SERIOUSNESS
REGARDING
RIDDING THE
COMPANY OF
USELESS
THINGS.

I SCRAPPED THE
IDEA BECAUSE
OF ADAMANT
OPPOSITION BY
EMPLOYEES.
THEY SAID
COMPUTERS ARE
ESSENTIAL FOR A
BUSINESS BASED
ON A WEBSITE.



I JUST
TEXT ON MY
SMARTPHONE
FOR
COMMUNICA-
TIONS. IT'S
SUFFICIENT.

I FIGURED
AT LEAST I
WOULD LIVE
UP TO MY OWN
EXPECTATIONS.
SO I GOT
RID OF MY
COMPUTER
AND E-MAIL
ADDRESS.





I KNOW
A LOT OF
EXECUTIVE
MANAGERS,
BUT
MAEZAWA-
SAN IS EX-
CEPTIONAL.



I'M SO
SUR-
PRISED,
I'M
SPEECH-
LESS.

THAT
WAS
INTENSE.



SWITCH-
TYPE
PEOPLE?



SUPER-
OUTSTANDING
MANAGERS
LIKE HIM ARE
"SWITCH-TYPE"
PEOPLE.



THEIR
WHOLE
THOUGHT
PROCESS
IS BASED
ON THOSE
TWO
THINGS.

ON AND
OFF.



THEN ALL THAT
REMAINS IN HIS
COMPANY IS THE
TRUE ESSENCE
OF THE WORK
IT ENTAILS;
EVERYBODY CAN
WORK WITH
SHARP FOCUS, SO
WORK EFFICIENCY
GOES THROUGH
THE ROOF.

IN MAEZAWA-
SAN'S CASE, HE
DECIDES WHAT HE
WANTS TO GET
RID OF, AND
KEEPS CLICKING
THE OFF SWITCH
UNTIL
EVERYTHING HE
WANTS GONE IS
GONE.



ADJUST-
MENT-
TYPE?



...THERE ARE
A LOT OF
"ADJUST-
MENT-TYPE"
MANAGERS
IN JAPAN.

BUT...



THEY'RE THE
KIND OF
PEOPLE WHO
SLOWLY TURN
THE DIAL
TO MAKE AD-
JUSTMENTS.



BUT COMPANIES
LIKE THAT GET
DELUGED WITH
USELESS TASKS,
THEIR EMPLOYEES
GET OVERWORKED
AND CONFUSED,
AND NATURALLY,
WORK EFFICIENCY
PLUMMETS.

THEY SOLICIT
OPINIONS FROM
ALL QUARTERS
AND TRY TO
ROUND THEM
ALL UP.

A black and white manga panel showing three people in a car. A woman with bangs is in the passenger seat, a man with glasses is in the driver's seat, and another woman with glasses and a beanie is in the back seat.

PERHAPS
A GOOD
CHECKPOINT
OF JUDGING
TOP
MANAGEMENT
IS WHETHER
IT'S THE
SWITCH-TYPE
OR
ADJUSTMENT-
TYPE.

THOSE
TYPES ARE
LOSERS

A black and white manga panel showing a close-up of two women. The woman with bangs is on the left, looking slightly away, and the woman with glasses is on the right, looking towards her.

I'M NOT
THAT
DECISIVE.

I DON'T
THINK I
COULD
EVER BE
THE
SWITCH-
TYPE.

A black and white manga panel showing a close-up of two men. The man with glasses is on the left, looking forward, and the man with the beanie and glasses is on the right, looking towards him.

YEAH,
BUT...

IT'S OKAY,
YOU DON'T
HAVE TO
FORCE
YOURSELF
TO BECOME
THE SWITCH-
TYPE.

A black and white manga panel showing a close-up of the woman with glasses and a beanie. She is looking directly at the viewer with a serious expression.

CONSCIENTIOUS
PEOPLE ARE
NEEDED, TOO.
THERE'S A TIME
AND PLACE FOR
EVERYTHING.

IT DOESN'T
MATTER IF
YOU'RE THE
ADJUSTMENT-
TYPE.

